

DEPARTMENT OF THE ARMY  
HEADQUARTERS UNITED STATES ARMY INFANTRY CENTER  
FORT BENNING, GEORGIA 31905-5000

28 March 2004

Personnel-General  
EQUAL OPPORTUNITY ACTION PLAN

**Summary.** This regulation presents the United States Army Infantry Center (USAIC) Equal Opportunity Action Plan (EOAP). It sets forth goals, responsibilities, and policies that support the Department of the Army (DA) and Training and Doctrine Command (TRADOC) Equal Opportunity (EO) programs. The USAIC EOAP is a management document that fulfills a specific DA requirement that major Army commands develop and publish a comprehensive EOAP for Soldiers. An EOAP is required for all Army organizations, commands, and agencies, to include brigade (or equivalent) level.

**Applicability.** This regulation applies to all personnel assigned to Fort Benning and any unit or Soldier executing training on Fort Benning.

**Supplementation.** Supplementation of this regulation is prohibited without prior approval from the Commander, USAIC, ATTN: ATZB-EO, Fort Benning, Georgia 31905-5000.

**Suggested improvements.** The proponent of this regulation is the Directorate of Equal Opportunity, U.S. Army Infantry Center. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommend Changes to Publications and Blank Forms) through channels to the Commander, USAIC, ATTN: ATZB-EO, Fort Benning, Georgia 31905-5000.

**Distribution restrictions.** Approved for public release; distribution is unlimited.

**Contents**

Chapter 1	Paragraph	Page
<b>Introduction</b>		
Purpose.....	1-1	1
References.....	1-2	1
Explanations of abbreviations and terms.....	1-3	1
Objectives.....	1-4	1
<b>Chapter 2</b>		
<b>Responsibilities</b>		
General.....	2-1	1
Commanding General.....	2-2	2
Equal Opportunity Office.....	2-3	2
Deputy Chief of Staff.....	2-4	2
Proponents and Special Staff.....	2-5	2
Brigade/Regiment Commanders.....	2-6	2
Separate Unit Commanders.....	2-7	2
<b>Chapter 3</b>		
<b>Goals Development</b>		
Development.....	3-1	2
Revision.....	3-2	2
Analysis.....	3-3	2
Measurement.....	3-4	2
Reporting Requirements.....	3-5	2
Goal Format.....	3-6	2
<b>Chapter 4</b>		
<b>Equal Opportunity Action Goals</b>		
General.....	4-1	2
Command policy guidance.....	4-2	2
Complaint processing.....	4-3	3
Assignments and composition.....	4-4	3
Awards and recognition.....	4-5	3
Promotions.....	4-6	3
Military Justice.....	4-7	3
Officer commissioning programs.....	4-8	3
Community relations.....	4-9	4
Social activities and services.....	4-10	4
Training.....	4-11	4
Off-post housing.....	4-12	4
<b>Appendixes</b>		
A. References.....		4
B. Definitions for REDCAT.....		5
<b>Glossary</b> .....		6

**Chapter 1**  
**Introduction**

**1-1. Purpose.** This regulation establishes policies and responsibilities and sets forth goals that ensure equal opportunity and fair treatment based solely on Soldiers' performance and merit regardless of their race, color, religion, gender, or national origin. This Equal Opportunity Action Plan (EOAP) provides commanders and staff officers (who have EO functional responsibilities) a mechanism to influence favorably the Soldier's training, working, and living environment in order to foster personnel readiness and commitment to successful mission accomplishment and combat readiness. It is the policy of this command to provide equal opportunity, fair treatment, and an environment free of discrimination and sexual harassment for all military personnel and their family members.

**1-2. References.** Appendix A contains required and related publications and referenced forms.

**1-3. Explanation of abbreviations and terms.** Abbreviations and special terms used in this regulation are explained in the glossary and Appendix B.

**1-4. Objectives.** The objective of the EOAP is to establish and identify goals, responsibilities, and policies in support of the Army's Equal Opportunity Program and-

- Provide the opportunity and climate for the growth and effective utilization of the potential capabilities of all Fort Benning personnel regardless of race, color, religion, gender, or national origin.
- Identify any structural imbalances, eliminate any previous personal and institutional discriminations, and ensure opportunities for upward mobility for all qualified personnel.
- Place equal opportunity responsibilities into the hands of commanders. Commanders will implement these actions through their functional managers.

**Chapter 2**  
**Responsibilities**

**2-1. General.** This chapter defines responsibilities and

\*This regulation supersedes USAIC Regulation 600-11, 24 March 2000.



procedures for managing the Equal Opportunity Program at Fort Benning and outlines policies and procedures for the USAIC EOAP.

**2-2. Commanding General.** The Commanding General has overall responsibility for the implementation of the EO Program.

**2-3. The Equal Opportunity Office (EOO).** The EOO is the primary agency within USAIC and Fort Benning responsible for the execution of the EO program and will:

- a. Collect statistical data quarterly from functional areas and units.
- b. Submit quarterly and annual statistical and narrative data report to TRADOC EO.
- c. Coordinate the revision and update of EOAP as required.
- d. Set up formal and informal EOAP panel meetings.
- e. Brief the Chief of Staff semi-annually on EOAP accomplishments and collected data.

**2-4. Deputy Chief of Staff (DCoFS).** The DCoFS will:

- a. Chair the USAIC EOAP panel.
- b. Have general staff responsibility for the development, publication, review, and management of the USAIC EOAP.

**2-5. Proponents and Special Staff.** Proponents and special staff will:

- a. Serve as EOAP panel members.
- b. Meet with USAIC Equal Opportunity Action Plan Panel (EOAPP) annually.
- c. Develop goals and reporting procedures for Equal Opportunity/Affirmative Actions described in AR 600-20, chapter 6.
- d. Collect data in members' functional areas. Provide EOO necessary data quarterly, not later than the 10th day following the end of the quarter.

**2-6. Major Subordinate Commanders (MSC).** All MSC (Brigade, equivalent or higher) will:

- a. Develop and implement and EOAP for their command.
- b. Provide copy of the EOAP to Post EOO.
- c. Ensure that required EOAP reports are submitted quarterly.
- d. Monitor the EO climate in their command.

**2-7. Separate Unit Commanders.** Separate unit commanders (battalion level or below) ensure that required EOAP reports are submitted quarterly. However, they are not required to have EOAPs (only Brigade or higher).

### Chapter 3 Goals Development

**3-1. Development.** The Equal Opportunity Action Plan Panel (EOAPP) members are responsible for goal development. The functional area proponent is responsible for monitoring, reviewing, and analyzing each goal. More than one proponent may be assigned to each goal. Ownership, however, should not be limited to the proponent(s). EOAPP members should be comfortable and familiar with all the goals, not just with their functional area, and develop goals to support all aspects of the Army's Equal Opportunity Program. Goals should not be limited to statistical analysis. Any EO related area may become a goal, i.e., training.

**3-2. Revision.** EOAPP members review Equal Opportunity goals annually. Goals sometime become obsolete, overcome by events, or simply not achievable. The EOAPP will review identified goals and decide if the goals are to be maintained, revised, or deleted.

**3-3. Analysis.** Proponents will present their goals at the annual meeting with recommendations to maintain, change, or delete goals.

**3-4. Measurement.**

a. Goals which are quantifiable, should be measured in order to:

- (1) Identify trends.
- (2) Highlight differences or discrepancies.

b. Goals that are not quantifiable will be presented in narrative.

**3-5. Reporting requirements.**

a. Staff agency proponents responsible for collecting the data designated in their subject area and preparing narrative data analysis to determine if:

- (1) Goals should be maintained, revised, or deleted.
- (2) A change in policy or procedure is needed.
- (3) If trends exist.

b. Statistical data will be collected, consolidated, and reported quarterly. MSCs and staff agency proponents will submit their information NLT 10 days following the end of the quarter. A consolidated report submitted to the Chief of Staff (CofS) not later than the 15th day following the end of the quarter. Data will be submitted using TRADOC Installation Equal Opportunity Narrative and Statistical Report.

c. MSC data will consist of Complaint Information, Command Profile, UCMJ, Punitive Discharges, Administrative Discharges, and Officer Commissioning Program using TRADOC Equal Opportunity Statistical Data Sheet. MSC EOAs will also report Complaint Information, Command Profile, EOR Listing, EO Report, and the Unit Assessment via the DA EO Database.

**3-6. Goal format.** See figure 3-1 for formatting and defining the elements contained in the EOAP.

**Subject:** General area or title.

**Proponent:** Agency designated for each goal. That agency must have the inherent responsibility for that subject area as determined by duties and responsibilities.

**Goal(s):** Statement of intent on the part of the commander, which represents a desired end to be obtained.

**Basis for goal(s):** What established the requirement for the goal.

**Positive Actions:** Specific steps or actions by activities to ensure all Soldiers and their families are afforded equal opportunity.

**Milestones:** Milestones are arranged in a timetable format to facilitate management effort. They are not ceilings, nor are they base figures to be reached at the expense of requisite qualifications. Milestones are not quotas. Milestones should be realistic and attainable with "good faith" effort, time phased, measurable, and within the span of control or responsibility of the commander who will sign the EOAP. Milestone development responsibilities and positive action goal accountability rests with the proponent.

Figure 3-1. Equal Opportunity Action Plan format and definitions

### Chapter 4 Equal Opportunity Action Goals

**4-1. General.** This chapter contains affirmative action objectives and goals. Goals must be realistic, achievable, and measurable. Goals will not be interpreted as quotas.



**4-2. Command policy guidance.**

- a. Subject: Command Policy
- b. Proponent: EOO
- c. Goals: Manage, assess, and analyze Fort Benning's Equal Opportunity Action Plan (EOAP) and Equal Opportunity (EO) program.
- d. Basis for goals: DA PAM 600-26
- e. Milestones:
  - (1) Plan and conduct EOAP.
  - (2) Develop, maintain, and monitor EOAP.
  - (3) Conduct Staff Assistance Visits to subordinate units in accordance with Directorate of Operations and Training (DOT) policy.
- f. Action Steps:
  - (1) Post EOO will establish, maintain, and monitor a comprehensive EOAP at installation level.
  - (2) Major Subordinate Commanders (MSC) will develop and implement an EOAP at their level and provide a copy of it to the installation's EOO. Equal Opportunity Advisor (EOA) will provide support to MSCs on a daily basis.
  - (3) Each separate battalion, unit, or activity attached or assigned to Fort Benning will follow the guidelines in the appropriate MSCs EOAP to which they are attached or assigned for court martial authority.
- g. Reporting: Review EOAP annually.

**4-3. Complaint processing.**

- a. Subject: Complaint Processing
- b. Proponent: EOO
- c. Goal: Ensure that each Soldier is fully aware of complaint processing procedures, including complaints against members of the chain of command.
- d. Basis for goal: AR 600-20
- e. Milestones:
  - (1) Analyze and monitor discrimination and sexual harassment complaints filed throughout the installation (to include complaints filed by members of tenant units).
  - (2) Report complaint of discrimination and sexual harassment to Installation EOO.
- f. Action Steps: Commanders will publish the following policy statements in support of EO:
  - (1) Equal Opportunity Policy Letter
  - (2) Sexual Harassment Policy Letter
  - (3) Complaint Procedures Policy Letter
  - (4) Open Door Policy Letter
- g. Reporting: Commanders will publish separate policy letters in support of EO within 30 days of assumption of command. Review policy letters annually.

**4-4. Assignments and composition.**

- a. Subject: Assignments and Composition.
- b. Proponent: EOO/Commanders
- c. Goal: Monitor Fort Benning's force composition and assignments of officers and senior enlisted personnel by rank, gender, and Racial and Ethnic Designation Categories (REDCAT).
- d. Basis for goal: DA PAM 600-26
- e. Milestone: Obtain and provide the demographics of Fort Benning to the EOO and agencies with EOAP responsibilities.
- f. Action Steps: Brigade/Regiment and separate units provide report on TRADOC Equal Opportunity Statistical Data Sheet (provided by EO Advisor).
- g. Reporting: Reports provided quarterly, not later than the tenth day following the end of the quarter.

**4-5. Awards and recognition.**

- a. Subject: Awards and Recognition.
- b. Proponent: AG
- c. Goal: Ensure installation's award program is administered equitably without regard to race, color, religion, gender, national origin, creed, or rank.
- d. Basis for Goal: AR 600-20
- e. Milestones:
  - (1) Maintain statistical data by rank, race, gender and REDCAT.

(2) Compare awards to population demographic data by rank, race, gender, and REDCAT.

**f. Action Steps:**

- (1) Ensure commanders provide timely recognition to all qualified individuals regardless of rank, race, gender, or etc.
- (2) AG and EOO collect, maintain, and monitor statistics on awards recommendations and approval/disapproval and downgrades by type, race and gender.
- (3) Brigade/Regiment and separate units provide report on TRADOC Equal Opportunity Statistical Data Sheet (provided by EO Advisor).
- g. Reporting: Collect statistical data quarterly, not later than the tenth day following the end of the quarter.

**4-6. Promotions.**

- a. Subject: Promotions
- b. Proponent: EOO/Commanders
- c. Goal: Ensure promotions made equitably without regard to race, color, religion, gender, or national origin.
- d. Basis for goal: AR 600-20
- e. Milestone: Report promotion statistics by race and Gender, as required on TRADOC Demographic Form.
- f. Action Steps:
  - (1) Commanders will develop, maintain, and monitor local promotion board statistics on enlisted personnel by race and gender.
  - (2) EOO/EOAs evaluate statistics, prepare reports, and make recommendations if inequities appear to exist in promotions.
  - (3) Brigade/Regiment and separate units will provide report on TRADOC Equal Opportunity Statistical Data Sheet (provided by EO Advisor).
- g. Reporting: Reports provided quarterly, not later than the tenth day following the end of the quarter.

**4-7. Military Justice (UCMJ)**

- a. Subject: Military Justice
- b. Proponent: Staff Judge Advocate (SJA)
- c. Goal: Ensure military justice actions are fair and just and are not based on race, color, religion, gender, rank, or national origin.
- d. Basis for goal: AR 600-20
- e. Milestones:
  - (1) Compare statistics to population demographics data.
  - (2) Report the following military justice actions by gender and race (REDCAT) to EOO:
    - (a) Article 15s (company grade, field grade and summarized).
    - (b) Summary, Special, and General Courts Martial.
    - (c) Punitive discharges approved by the general court-martial convening authority.
- f. Action Steps:
  - (1) Monitor the military justice actions enumerated in para. e. (2) above by type, race, and gender.
  - (2) Brigade/Regiment and separate units provide report on TRADOC Demographic Form (provided by EO Advisor) not later than the tenth day following the end of the quarter.
  - (3) Report statistical data reported to EOO (ATZB-EO).
- g. Reporting: Report provided quarterly, using TRADOC Equal Opportunity Statistical Data Sheet, not later than the tenth day following the end of the quarter.

**4-8. Officer commissioning programs**

- a. Subject: Officer Candidate School (OCS) and United States Military Academy Preparatory School (USMAPS)
- b. Proponent: AG
- c. Goal: Ensure commanders give all qualified and interested individuals the opportunity to apply and be considered for acceptance without regard to race, color, religion, gender, or national origin.
- d. Basis for goal: AR 600-20



e. Milestone: Report statistics by commissioning program, by race and gender (applications and accepted).

f. Action Step: AG and EOO will develop, maintain, and monitor statistics on OCS by personnel who applied, and who were accepted by race and gender. Unit EOAs and EOO will develop, maintain, and monitor statistics on USMAPS by personnel who applied, and who were accepted by race and gender.

g. Reporting: Report provided quarterly TRADOC Equal Opportunity Statistical Data Sheet, not later than the tenth day following the end of the quarter.

#### 4-9. Community relations.

a. Subject: Community Relations

b. Proponent: The Director of Public Safety (DPS).

c. Goal: Promote positive EO atmosphere that enhances cooperation with all segments of the local civilian community.

d. Basis for goal: Installation EOAP

e. Milestone: Provide reports or cases of discrimination to post EOO.

f. Action Steps:

(1) Upon referral, make inquiries and develop appropriate recommendations concerning specific cases of alleged off-post discrimination.

(2) DPS, as president of the Armed Forces Disciplinary Control Board, will investigate allegations of off-post discrimination against military personnel and their family members.

(3) Monitor imposed off-limits sanctions.

g. Reporting: Report quarterly any complaints pertaining to equal opportunity, not later than the tenth day following the end of the quarter.

#### 4-10. Social, entertainment, recreational, and child and youth services.

a. Subject: Social, entertainment, and recreational services (clubs, bowling, golf, fitness centers, gyms, recreational centers, autoskills, sports programs) and family support program and child and youth services.

b. Proponent: Directorate of Morale, Welfare and Recreation (DMWR)

c. Goal: Provide social, entertainment, recreational, child and youth services, and temporary lodging, which result in no complaints of discriminatory practices or policies.

d. Basis for the goal: Affirmative Action Laws, and AR 600-20.

e. Milestones:

(1) Continuously monitor activities through use of customer comment cards, FOD Reports, customer-marketing surveys.

(2) DMWR report immediately to the Garrison Commander/Chief of Staff and EOO any actions found which reflect negatively.

f. Action steps:

(1) All managers must follow DMWR affirmative action guidance in determining needs of military and family members.

(2) Managers ensure no discriminatory practices exist in their organizations.

(3) Marketing surveys to ensure all ethnic background needs and desires are assessed.

g. Reporting: Report quarterly violations to the Garrison Commander and to EOO, not later than the tenth day following the end of the quarter.

#### 4-11. Army Community Service (ACS) Center

a. Subject: Family and Soldier readiness; deployment/mobilization assistance; information, referral and follow-up; family member employment, exceptional family member, family advocacy, relocation/lending locker, financial counseling services; Army Family Team Building; Army Family Action Plan; installation volunteer program; Army Emergency Relief, emergency food locker.

b. Proponent: Army Community Service Center

c. Goal: Provide family readiness services, which result in no complaints of discriminatory practices or policies.

d. Basis for the goal: Affirmative Action Laws, and AR 600-20.

e. Milestones:

(1) Continuously monitor activities through use of customer comment cards, FOD Reports, customer-marketing surveys.

(2) ACS report immediately to the Garrison Commander/Chief of Staff and EOO any actions found which reflect negatively.

f. Action steps:

(1) All managers must follow ACS affirmative action guidance in determining needs of military and family members.

(2) Managers ensure no discriminatory practices exist in their organizations.

(3) Marketing surveys to ensure all ethnic background needs and desires are assessed.

g. Reporting: Report quarterly violations to the Garrison Commander and to EOO, not later than the tenth day following the end of the quarter.

#### 4-11. Training

a. Subject: Equal Opportunity Representative Course (EORC)

b. Proponent: EOO

c. Goal: Ensure at least two-trained EORs (primary and alternate) are assigned to each company, battery, troop, detachment and battalion sized unit.

d. Basis for goal: AR 600-20 and Installation EOAP

e. Milestones:

(1) Ensure each company/battery/troop size unit (or equivalent has at least two (school trained) EORs (primary and alternate).

(2) Ensure each battalion has one officer (school trained) to serve as the battalion EO officer.

f. Action Steps:

(1) Equal Opportunity Advisors will monitor compliance with unit training requirements as specified by AR 600-20, and report it quarterly on the DA Database.

(2) Each company/battery/troop level unit will appoint at least two EORs in accordance with Fort Benning's EOAP directive. Each appointee, SGT(P) and above, must have one year retainability after completion of EOR course.

(3) Each battalion-size element appoint an officer to serve as battalion EOR and a staff NCO to serve as the headquarters' EOR.

(4) EOO will maintain copy of training certificates of all graduates for two years.

(5) Installation EOO responsible for conducting EOR course.

g. Timetable: Conduct EORC six times annually.

#### 4-13. Off post housing.

a. Subject: Off-Post Housing

b. Proponent: Directorate of Public Works (DPW)

c. Goal: Ensure equal opportunity for all military personnel and family members in obtaining off-post housing.

d. Basis for goal: AR 210-50 and AR 600-20.

e. Milestone: Ensure all military personnel are afforded the opportunity to locate suitable off-post housing without being discriminated because of their race, color, religion, gender, or national origin.

f. Action Steps:

(1) Community Housing Relocation and Referral Services (CHRRS) monitor in-processing procedures to give all inbound personnel the expectations and step by step procedures for processing through CHRRS prior to leasing, renting, or purchasing off-post housing.

(2) CHRRS develop and monitor procedures to assist personnel in obtaining off-post housing.

(3) CHRRS maintain properly documented reports of discrimination and provide cases to post EOO.

(4) CHRRS report immediately to the Garrison Commander and EOO any cases of discrimination.

g. Reporting: DPW/CHRRS reports cases of

discrimination quarterly to the Garrison Commander and to EOO, not later than the tenth day following the end of the quarter.

## Appendix A References

### Section I Required Publications

**DA Pamphlet 600-26**  
The Department of the Army Affirmative Action Plan

**TRADOC Regulation 600-11**  
Equal Opportunity Plan

### Section II Related Publications

**AR 20-1**  
Inspector General Activities and Procedures

**AR 210-51**  
Army Housing Referral Service Program

**AR 600-20**  
Army Command Policy

**AR 600-200**  
Enlisted Personnel Management System

**AR 614-100**  
Officers Assignment Policies, Details, and Transfers

### Section III Referenced Form

TRADOC Equal Opportunity Statistical Data Sheet, available from the EOO or unit Equal Opportunity Advisors.

## Appendix B Definitions for Racial and Ethnic Designation Categories

### Section I Race/Population Group

**American Indian**  
Definition: A Soldier having origin in any of the original peoples of North America.  
Reporting code: R

**Asian**  
Definition: A Soldier having origin in any of the original peoples of Asia, including China, Japan, and Korea.  
Reporting Code: M

**Black**  
Definition:  
A Soldier having origin in any of the original peoples of Africa, or other areas.  
Reporting code: N

**White**  
Definition: A Soldier having origin in any of the original areas peoples of Europe, North Africa or Middle East.  
Reporting Code: C

**Other**  
Definition: A member of a race not included above.  
Reporting code: Z

### Section II Reporting codes-ethnic groups

**Aleut**  
Definition: Soldiers of Aleutian descent  
Reporting code: 8

**Chinese**  
Definition: Soldiers of Chinese descent.  
Reporting code: C

**Cuban**  
Definition: A Soldier of Cuban descent.  
Reporting code: 9

**Eskimo**  
Definition: Does not include Aleut.  
Reporting code: 7

**Filipino**  
Definition: Soldiers of Filipino descent.  
Reporting code: 5

**Indian**  
Definition: Soldiers from India or Indian descent  
Reporting code: D

**Japanese**  
Definition: Soldiers of Japanese descent.  
Reporting code: J

**Korean:**  
Definition:  
Soldiers of Korean descent.  
Reporting code: K

**Latin American**  
Definition: Soldiers of Central and South American descent  
Reporting code: S

**Melanesian**  
Definition: Soldiers of Melanesian descent.  
Reporting code: E

**Mexican**  
Definition: A Soldier of Mexican descent.  
Reporting Code: 6

**Micronesian**  
Definition: Soldiers of Polynesian descent.  
Reporting code: L

**Other**  
Definition: Soldiers of Spanish extraction not delineated as Mexican, Puerto Rican, Cuban, or Latin America.  
Reporting code: 1

**Other Asian Descent**  
Definition: Soldiers of Asian descent not delineated separately as Chinese, Japanese, Korean, Indian, Filipino or Vietnamese.  
Reporting code: 3

**Other Pacific Island descent**  
Definition: Soldiers of Pacific Island descent, not delineated separately as Melanesian or Polynesian.  
Reporting code: Q



**Puerto Rican**

Definition: A Soldier of Puerto Rican descent.  
Reporting code: 4

**U.S./Canadian Indian Tribes**

Definition: Soldiers belonging to U.S./Canadian Tribes (other than Aleut and Eskimo).  
Reporting code: 2

**Vietnamese**

Definition: Soldiers of Vietnamese descent.  
Reporting code: V

**Unknown**

Definition: Soldiers who do not know their ethnic heritage  
Reporting code: Z

**Other**

Definition: A member of an ethnic group not included above.  
Reporting code: X

**Section III**

**Racial/Ethnic Designation Categories (REDCAT)**

When race code equals: R  
and ethnic code equals: 8, 7, or 2  
Then report as: American Indian/Alaskan Native

When race code equals: M, C, N, X, or Z  
and ethnic code equals: G, J, K, 5, D, V, E, W, L, or Q.  
Then report as: Asian/Pacific Islander.

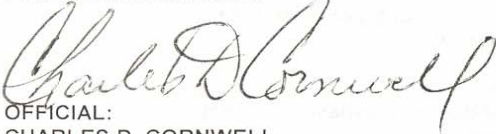
When race code equals: C  
and ethnic code equals: X or Z  
Then report as: White, not of Hispanic origin

When race code equals: N  
ethnic code equals:  
Then report as: Black, not of Hispanic origin

When race code equals: C, N, X, or Z  
And ethnic code equals: 6, 4, 9, S, or 1  
Then report as: Hispanic

When race code equals: X or Z  
And ethnic code equals: X or Z  
Then report as: Other/Unknown

**FOR THE COMMANDER:**



OFFICIAL:  
CHARLES D. CORNWELL  
Colonel, Infantry  
Chief of Staff

PAUL YATES

Director Of Information Management

**Glossary**

**Section I**

**Abbreviations**

AAP .....Affirmative Action Plan  
AG .....Adjutant General  
AR.....Army Regulation  
CHRRS.....Community Housing Relocation and Referral Services  
DA.....Department of the Army  
DCofS .....Deputy Chief of Staff  
DMWR .....Directorate of Morale, Welfare, and Recreation  
DOD .....Department of Defense  
DPW .....Directorate of Public Works  
EO .....Equal Opportunity  
EOA .....Equal Opportunity Advisor  
EOAP .....Equal Opportunity Action Plan  
EOAPP .....Equal Opportunity Action Plan Panel  
EOO.....Equal Opportunity Office  
MSC.....Major Subordinate Commanders  
NCO.....Noncommissioned officer  
OCS.....Officer Candidate School  
PAM.....Pamphlet  
REDCAT .....Racial and Ethnic Designation Category  
SJA .....Staff Judge Advocate  
TRADOC.....Training and Doctrine Command  
UCMJ.....Uniform Code of Military Justice  
USAIC.....United States Army Infantry Center  
USMAPS.. ....United States Army Military Academy Preparatory School

**Section II**

**Terms**

**Goal(s)**

Statement of intent on the part of the commander that represents a desired end to be obtained.

**Equal Opportunity Advisor**

Enlisted Soldier that is school-trained to serve as an equal opportunity advisor.

**Equal Opportunity Representative**

Officer or enlisted Soldier that is school-trained to serve as an equal opportunity representative, primary or alternate.

**Proponent**

Staff officer responsible for functional/subject area as determined by duties and responsibilities or agency designated for goal.

**DISTRIBUTION:**

E

300 - Post Publications

3 - ATZB-IMA (Publications Mgt)

1 - Donovan Library